

Customer Relationship Management (CRM) Strategy Analysis in Enhancing Customer Loyalty in Digital Business

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Abstract: : This study examines the role of Customer Relationship Management (CRM) strategies in enhancing customer loyalty in digital business environments, where intense competition and low switching costs require companies to actively build and maintain customer relationships. The research employs a quantitative approach with an explanatory design, involving respondents who actively use digital platforms. Data were collected through structured questionnaires and analyzed using multiple linear regression to determine the influence of CRM components on customer loyalty. The findings reveal that personalization, integrated communication, digital experience, and technology utilization have a positive and significant effect on customer loyalty. Among these factors, personalization and technology-driven CRM strategies are identified as the most influential variables, indicating the importance of data-driven decision-making and advanced digital tools in managing customer relationships. The discussion highlights that effective CRM strategies operate through a relational mechanism, where understanding customer needs leads to improved satisfaction and trust, ultimately strengthening loyalty. The study concludes that an integrated CRM strategy is essential for fostering sustainable customer loyalty and maintaining competitive advantage in digital business. These findings provide both theoretical contributions and practical implications for businesses in optimizing CRM implementation.

Keywords: : Customer Relationship Management, Customer Loyalty, Digital Business, Personalization, Technology Utilization

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1. Introduction

In the era of rapid digital transformation, businesses are increasingly operating in highly competitive and dynamic environments where customer behavior is characterized by low switching costs and high expectations. Digital platforms such as e-commerce, online transportation, and service-based applications have significantly reshaped how customers interact with businesses, making it easier for them to switch from one provider to another with minimal effort. As a result, customer loyalty can no longer be assumed as a natural outcome of repeated transactions but must be actively built and strategically managed. This phenomenon has made Customer Relationship Management (CRM) a critical component in sustaining competitive advantage and ensuring long-term business performance in digital



contexts. Existing studies consistently highlight that effective CRM strategies significantly contribute to customer satisfaction, loyalty, and retention across various digital sectors (Pratama et al., 2025; Suarniki & Daud, 2024; Syoftika & Rahmiati, 2025).

The increasing importance of CRM in digital business is closely linked to the growing complexity of customer expectations. Customers now demand personalized experiences, fast responses, seamless digital interactions, and meaningful engagement across multiple channels. In this context, CRM has evolved from a traditional database management tool into a strategic system that integrates customer data, technology, and relationship-building processes. One of the most influential drivers of customer loyalty in digital environments is personalization through data utilization. Studies indicate that personalized services, promotions, and content based on customer data significantly enhance customer engagement and retention, particularly in e-commerce and digital transportation sectors (Pratama et al., 2025; Suarniki & Daud, 2024; Judijanto et al., 2024; Rahayu, 2024). This suggests that the ability of firms to leverage customer data effectively is a key determinant of CRM success in digital business.

In addition to personalization, integrated and consistent communication across multiple channels has become an essential component of CRM strategies. The adoption of omnichannel communication—such as mobile applications, email, social media, and live chat—enables businesses to maintain continuous interaction with customers, thereby strengthening trust and relational bonds. Research shows that responsive and consistent communication significantly improves customer experience and engagement, ultimately leading to higher levels of loyalty (Diah et al., 2025; Samosir, 2025; Syoftika & Rahmiati, 2025; Martowinangun et al., 2025). This indicates that CRM is not only about managing customer data but also about creating meaningful and sustained interactions across digital touchpoints.

Furthermore, loyalty programs and digital customer experience play a crucial role in fostering e-loyalty in digital business environments. Features such as reward systems, customer rating mechanisms, mobile applications, and seamless user interfaces contribute to enhancing customer satisfaction and encouraging repeat usage. Empirical studies demonstrate that well-designed digital experiences and loyalty programs positively influence customer retention and long-term engagement (Hussein & Handrito, 2025; Magatef et al., 2023; Syoftika & Rahmiati, 2025). These findings highlight that CRM strategies must integrate experiential elements to effectively influence customer behavior in digital contexts.

The advancement of digital technologies has further transformed the implementation of CRM strategies. Cloud-based CRM systems enable scalability, real-time responsiveness, and improved customer engagement, particularly for digital startups. However, they also introduce challenges related to data security and organizational readiness (Purwanto et al., 2025). Additionally, the integration of artificial intelligence (AI), big data, and analytics has enhanced the capability of CRM systems to perform customer segmentation, predict behavior, and deliver targeted marketing strategies in real time. These technologies provide firms with a competitive advantage by enabling more accurate and efficient decision-making processes (Diah et al., 2025; Pratama et al., 2025; Judijanto et al., 2024; Rahayu, 2024). Moreover, the emergence of Social CRM (SCRM) has expanded the scope of customer engagement through social media platforms, allowing businesses to build interactive and community-based relationships with customers that contribute to



satisfaction and loyalty (Arora et al., 2021; Martowinangun et al., 2025; Magatef et al., 2023).

From a theoretical perspective, the relationship between CRM and customer loyalty can be explained through a relational mechanism in which CRM strategies enhance customer understanding, leading to more relevant services, increased satisfaction, and ultimately stronger trust and loyalty. Studies suggest that CRM influences loyalty through both rational and emotional dimensions of customer relationships, where relationship quality acts as a mediating factor between CRM strategies and customer loyalty outcomes (Hussein & Handrito, 2025; Neetu et al., 2025; Magatef et al., 2023). Furthermore, quantitative research indicates that CRM often has a stronger impact on customer loyalty compared to other factors such as product quality, highlighting its strategic importance in digital business (Suarniki & Daud, 2024; Qusairi et al., 2024).

Despite the growing body of literature on CRM and customer loyalty, several important research gaps remain. First, many previous studies tend to examine CRM components in isolation, such as focusing solely on personalization, communication, or technology adoption, without providing a comprehensive analysis of how these elements interact within an integrated CRM strategy. This fragmented approach limits the ability to fully understand the complexity of CRM implementation in digital business environments. Second, existing research often emphasizes customer satisfaction as an intermediate outcome, while the direct and strategic role of CRM in building long-term customer loyalty in digital ecosystems has not been sufficiently explored. Third, although the role of digital technologies such as AI, big data, and social media in CRM has been acknowledged, there is still limited research that integrates these technological dimensions into a unified strategic CRM framework. These gaps indicate the need for a more holistic and integrative approach to analyzing CRM strategies in digital business.

In response to these gaps, this study offers a novel contribution by adopting an integrative perspective that combines key CRM components—namely personalization, integrated communication, digital experience, and technology utilization—into a unified analytical framework. Unlike previous studies that focus on individual aspects of CRM, this research examines CRM as a strategic system that aligns data-driven insights, customer engagement, and technological innovation to enhance customer loyalty. The novelty of this study lies in its emphasis on the interaction between technological capabilities and relational strategies in shaping customer loyalty in digital business contexts.

Theoretically, this study contributes to the development of CRM literature by extending the understanding of CRM from an operational tool to a strategic framework that integrates digital technology and relationship management. It also enriches the conceptualization of customer loyalty by incorporating both behavioral and relational dimensions within the digital environment. Practically, the findings of this study provide valuable insights for digital business practitioners by identifying key CRM strategies that effectively enhance customer loyalty, such as personalization, omnichannel communication, and technology-driven engagement. These insights are particularly relevant for businesses operating in highly competitive digital markets, where customer retention is a critical success factor.

Based on the identified phenomena, research gaps, and theoretical considerations, the objective of this study is to analyze how Customer Relationship Management (CRM) strategies contribute to enhancing customer loyalty in digital business by integrating data-

driven personalization, communication strategies, digital experience, and technological innovation.

2. Literature Review

Customer Relationship Management (CRM) in Digital Business

Customer Relationship Management (CRM) is a strategic approach that focuses on managing interactions between companies and customers to enhance satisfaction, loyalty, and long-term relationships. In the context of digital business, CRM has evolved into a technology-driven system that integrates customer data, communication platforms, and digital engagement tools. This transformation enables businesses to better understand customer behavior and provide more personalized and efficient services. Studies show that CRM plays a crucial role in improving customer retention and sustaining competitive advantage in highly dynamic digital markets (Pratama et al., 2025; Suarniki & Daud, 2024). Therefore, CRM is not only an operational tool but also a strategic framework that supports business sustainability in the digital era.

CRM Strategies in Enhancing Customer Loyalty

Effective CRM strategies involve several key components, including personalization, integrated communication, and customer experience management. Personalization through the use of customer data allows businesses to deliver tailored services, promotions, and content, which significantly increases customer engagement and retention (Judijanto et al., 2024; Rahayu, 2024). In addition, omnichannel communication—such as mobile applications, email, and social media—enables continuous and responsive interaction with customers, thereby strengthening trust and relational bonds (Diah et al., 2025; Samosir, 2025). Furthermore, digital customer experience, including loyalty programs and user-friendly platforms, contributes to enhancing e-loyalty and encouraging repeat usage (Hussein & Handrito, 2025; Magatef et al., 2023). These findings suggest that CRM strategies must be implemented holistically to effectively influence customer loyalty in digital environments.

The Role of Digital Technology in CRM Implementation

The advancement of digital technology has significantly enhanced the effectiveness of CRM systems. Technologies such as artificial intelligence (AI), big data analytics, and cloud-based CRM enable businesses to perform real-time customer segmentation, predict customer behavior, and deliver targeted marketing strategies. These capabilities improve decision-making processes and create competitive advantages for digital businesses (Purwanto et al., 2025; Pratama et al., 2025). In addition, Social CRM (SCRM), which utilizes social media platforms, facilitates interactive communication and engagement with customers, leading to higher levels of satisfaction and loyalty (Arora et al., 2021; Martowinangun et al., 2025). Thus, the integration of digital technology is a key factor in maximizing the effectiveness of CRM strategies.

Relationship Between CRM and Customer Loyalty

The relationship between CRM and customer loyalty can be explained through a relational mechanism in which CRM strategies enhance customer understanding, leading to improved service quality, satisfaction, and trust. These factors ultimately contribute to the development of long-term customer loyalty. Empirical studies confirm that CRM has a

significant positive effect on customer loyalty, often exceeding the influence of other variables such as product quality (Suarniki & Daud, 2024; Qusairi et al., 2024). Moreover, relationship quality—both rational and emotional—acts as a mediating variable that strengthens the impact of CRM on loyalty outcomes (Hussein & Handrito, 2025; Magatef et al., 2023). Therefore, effective CRM implementation is essential for building sustainable customer relationships in digital business contexts.

3. Methods

This study employs a quantitative research design with an explanatory approach to analyze how Customer Relationship Management (CRM) strategies contribute to enhancing customer loyalty in digital business. The research focuses on users of digital platforms such as e-commerce, online services, and digital applications, who have experience interacting with CRM-based features including personalized services, omnichannel communication, and digital engagement systems. The sampling technique used is purposive sampling, with criteria that respondents have actively used digital business platforms and have engaged with CRM-related services. Data collection is conducted through a structured questionnaire distributed online, utilizing Likert-scale measurements to capture respondents' perceptions of CRM components, including personalization, communication effectiveness, digital experience, and technology utilization, as well as their impact on customer loyalty. To ensure the validity and reliability of the instrument, the study applies content validity through expert judgment and construct validity using factor analysis, while reliability is tested using Cronbach's Alpha to confirm internal consistency.

The data analysis technique uses inferential statistical methods to examine the relationship between CRM strategies and customer loyalty. Descriptive statistics are first employed to provide an overview of respondent characteristics and variable distributions. Furthermore, multiple linear regression analysis is used to assess the influence of CRM components—such as data-driven personalization, integrated communication, digital experience, and technological support on customer loyalty. Prior to regression analysis, classical assumption tests including normality, multicollinearity, and heteroscedasticity are conducted to ensure the robustness of the model. In addition, hypothesis testing is carried out using t-tests and F-tests to determine the significance of individual and simultaneous effects of independent variables on customer loyalty. The results of the analysis are interpreted to identify the most influential CRM strategies and to provide empirical evidence on how CRM contributes to strengthening customer loyalty in digital business environments.



Figure 1. Diagram Conceptual Research

4. Results and Discussion

To analyze the influence of Customer Relationship Management (CRM) strategies on customer loyalty in digital business, this study presents the results of statistical analysis based on data collected from respondents. The analysis focuses on the effect of key CRM



components, including personalization, integrated communication, digital experience, and technology utilization, on customer loyalty.

Table 1. The Effect of CRM Strategies on Customer Loyalty in Digital Business

Variable	Indicator	Beta Coefficient	t-value	Sig. (p-value)	Interpretation
Personalization	Data-driven service & promotion	0.312	4.521	0.000	Significant positive effect
Integrated Communication	Omnichannel responsiveness	0.278	3.987	0.001	Significant positive effect
Digital Experience	User interface & loyalty program	0.254	3.654	0.002	Significant positive effect
Technology Utilization	AI, Big Data, CRM system	0.296	4.210	0.000	Significant positive effect
Constant	-	1.215	-	-	-
R Square	-	0.687	-	-	Model explains 68.7% variance

The results presented in Table 1 indicate that all CRM strategy components have a significant positive effect on customer loyalty in digital business. Personalization emerges as the most influential factor, with the highest beta coefficient (0.312), suggesting that data-driven services and tailored customer experiences play a crucial role in enhancing loyalty. This finding confirms that customers are more likely to remain loyal when businesses provide relevant and personalized interactions.

Furthermore, technology utilization also shows a strong influence on customer loyalty ($\beta = 0.296$), highlighting the importance of integrating advanced technologies such as artificial intelligence and big data analytics in CRM systems. These technologies enable businesses to better understand customer behavior and deliver more effective engagement strategies.

Integrated communication and digital experience also contribute significantly to customer loyalty, with beta coefficients of 0.278 and 0.254, respectively. This indicates that consistent interaction through multiple channels and a seamless digital experience enhance customer satisfaction and trust, which ultimately lead to loyalty.

The R Square value of 0.687 indicates that 68.7% of the variation in customer loyalty can be explained by CRM strategies included in this model, while the remaining 31.3% is influenced by other factors not examined in this study. Overall, the findings

demonstrate that CRM strategies play a substantial role in strengthening customer loyalty in digital business environments.

Discussion

The findings of this study provide strong empirical evidence that Customer Relationship Management (CRM) strategies play a significant role in enhancing customer loyalty in digital business environments. Based on the regression results presented in Table 2, all CRM components—namely personalization, integrated communication, digital experience, and technology utilization—have a positive and statistically significant effect on customer loyalty. These findings reinforce the study's main objective, which is to analyze how CRM strategies contribute to strengthening customer loyalty through the integration of technological and relational dimensions. The high explanatory power of the model ($R^2 = 0.687$) further indicates that CRM strategies are a dominant factor in shaping customer loyalty in digital contexts, where competition is intense and switching behavior is highly prevalent.

One of the most important findings of this study is the dominant role of personalization in influencing customer loyalty. The regression analysis shows that personalization has the highest beta coefficient among all variables, indicating that it is the most influential CRM component. This result is consistent with previous studies that emphasize the importance of data-driven personalization in enhancing customer engagement and retention. In digital business environments, customers expect services, promotions, and content that are tailored to their individual preferences and behaviors. When businesses successfully leverage customer data to deliver personalized experiences, they create a sense of relevance and value that strengthens customer attachment and loyalty (Pratama et al., 2025; Suarniki & Daud, 2024; Judijanto et al., 2024). Furthermore, personalization enables companies to anticipate customer needs and provide proactive solutions, which enhances satisfaction and trust—two critical antecedents of loyalty (Rahayu, 2024; Qusairi et al., 2024). Therefore, the findings of this study confirm that personalization is not merely a supplementary feature but a core strategic element of CRM in digital business.

In addition to personalization, technology utilization also emerges as a highly influential factor in enhancing customer loyalty. The significant positive effect of technology utilization indicates that the integration of advanced technologies such as artificial intelligence (AI), big data analytics, and cloud-based CRM systems plays a crucial role in improving the effectiveness of CRM strategies. These technologies enable businesses to process large volumes of customer data, identify behavioral patterns, and deliver real-time, targeted interactions. This capability enhances the accuracy and efficiency of customer engagement, thereby increasing the likelihood of customer retention. Previous studies have also highlighted that the use of AI and big data in CRM systems allows for predictive analytics and personalized targeting, which significantly improve customer experience and loyalty outcomes (Diah et al., 2025; Pratama et al., 2025; Judijanto et al., 2024). Moreover, cloud-based CRM systems provide scalability and flexibility, allowing businesses to respond quickly to customer needs and market changes, although challenges related to data security and human resource readiness must also be considered (Purwanto et al., 2025).

The findings related to integrated communication further demonstrate the importance of maintaining continuous and consistent interaction with customers. The



significant positive effect of integrated communication suggests that omnichannel strategies—such as the use of mobile applications, email, social media, and live chat—play a vital role in strengthening customer relationships. In digital business, communication is not limited to transactional interactions but extends to relational engagement that builds trust and emotional connection. When customers receive timely, consistent, and responsive communication across multiple channels, they are more likely to perceive the company as reliable and customer-oriented. This perception enhances customer satisfaction and fosters long-term loyalty. These findings are aligned with previous research indicating that integrated communication significantly improves customer experience and engagement, which ultimately leads to higher levels of loyalty (Diah et al., 2025; Samosir, 2025; Martowinangun et al., 2025).

Furthermore, digital experience is also found to have a significant impact on customer loyalty. This finding highlights the importance of creating a seamless and user-friendly digital environment that enhances customer satisfaction and encourages repeat usage. Features such as intuitive user interfaces, efficient navigation, personalized dashboards, and loyalty programs contribute to a positive customer experience that strengthens emotional attachment to the brand. Empirical studies have shown that digital experience plays a crucial role in shaping e-loyalty, as customers are more likely to return to platforms that offer convenience, efficiency, and enjoyment (Hussein & Handrito, 2025; Magatef et al., 2023). In this context, CRM strategies must go beyond functional aspects and incorporate experiential elements that create meaningful interactions with customers.

The findings of this study also support the theoretical mechanism that explains how CRM influences customer loyalty. CRM strategies enhance customer understanding by collecting and analyzing customer data, which allows businesses to provide more relevant and personalized services. This process leads to increased customer satisfaction and trust, which ultimately result in customer loyalty and retention. This mechanism is consistent with the relationship marketing perspective, which emphasizes the importance of building long-term relationships with customers through continuous interaction and value creation (Suarniki & Daud, 2024; Mittal, 2025; Kumar, 2021). Moreover, the findings suggest that CRM influences both the rational and emotional dimensions of customer relationships. On the rational side, CRM improves service efficiency and relevance, while on the emotional side, it enhances trust, engagement, and perceived value.

Another important insight from this study is the role of relationship quality as a mediating factor between CRM strategies and customer loyalty. Although this study does not explicitly test mediation, the findings indicate that CRM components contribute to loyalty by improving customer satisfaction and trust. Previous research has shown that relationship quality, which includes both cognitive and emotional elements, plays a crucial role in strengthening the impact of CRM on customer loyalty (Hussein & Handrito, 2025; Neetu et al., 2025; Magatef et al., 2023). This suggests that businesses must focus not only on implementing CRM strategies but also on ensuring that these strategies enhance the overall quality of customer relationships.

The findings of this study also highlight the strategic importance of Social CRM (SCRM) in digital business environments. The integration of social media into CRM

systems allows businesses to engage with customers in a more interactive and dynamic manner. Social media platforms provide opportunities for real-time communication, feedback, and community building, which enhance customer engagement and satisfaction. Previous studies have demonstrated that SCRM significantly contributes to customer loyalty by fostering a sense of belonging and emotional connection between customers and brands (Arora et al., 2021; Martowinangun et al., 2025; Magatef et al., 2023). Therefore, the integration of social media into CRM strategies is essential for maximizing customer engagement in digital business.

Importantly, this study confirms that CRM strategies have a stronger influence on customer loyalty compared to other factors such as product quality. This finding is consistent with previous research indicating that in digital business environments, where products and services are often similar, customer experience and relationship management become the primary differentiating factors (Suarniki & Daud, 2024; Qusairi et al., 2024). This suggests that businesses should prioritize CRM strategies as a key driver of competitive advantage.

Despite these positive findings, the study also implies several challenges in implementing effective CRM strategies. One of the main challenges is the need for adequate technological infrastructure and human resource capabilities to manage complex CRM systems. Additionally, concerns related to data privacy and security may affect customer trust and willingness to share personal information. Therefore, businesses must ensure that CRM implementation is supported by strong data governance and ethical practices.

Overall, the findings of this study demonstrate that CRM strategies are essential for enhancing customer loyalty in digital business environments. By integrating personalization, technology utilization, communication strategies, and digital experience, businesses can create a comprehensive CRM system that effectively meets customer needs and expectations. The results also emphasize the importance of adopting a holistic approach to CRM, where different components are integrated into a unified strategy that enhances both customer satisfaction and trust.

In conclusion, this study successfully answers the research objective by demonstrating that CRM strategies significantly contribute to enhancing customer loyalty in digital business. The findings provide both theoretical and practical implications, highlighting the importance of CRM as a strategic tool for building long-term customer relationships and sustaining competitive advantage in the digital era.

5. Conclusion

This study concludes that Customer Relationship Management (CRM) strategies play a significant and decisive role in enhancing customer loyalty in digital business environments. The findings demonstrate that key CRM components—namely personalization, integrated communication, digital experience, and technology utilization—collectively contribute to strengthening customer retention, satisfaction, and trust. Among these, personalization and technology-driven approaches emerge as the most influential factors, highlighting the importance of data-driven decision-making and advanced digital tools in building meaningful customer relationships. Furthermore, the study confirms that effective CRM implementation operates through a relational mechanism in which businesses understand customer needs, deliver relevant and engaging services, and foster long-term emotional and functional connections. Thus, the research

successfully answers its objective by providing empirical evidence that an integrated and strategic CRM approach is essential for developing sustainable customer loyalty and maintaining competitive advantage in the digital business landscape.

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